

ROUTING AND TRANSMITTAL SLIP		Date
		AUG 31 1983
TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. <i>DDA</i>	<i>[Signature]</i>	31 AUG 1983
2. <i>ADDA</i>	<i>[Signature]</i>	31 AUG 1983
3. <i>DDA</i>	<i>[Signature]</i>	8 SEP 1983
4.		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

FYI.

REGISTRY

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FROM: (Name, org. symbol, Agency/Post)

Director of Personnel

Room No.—Bldg.

Phone No.

5041-102

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18 August 1983

MEMORANDUM FOR: Director of Central Intelligence

FROM:

Deputy Director of Communications

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1. On the occasion of my approaching retirement, I have several observations that may be of interest.

2. I deeply appreciate the support for communications modernization. A first-class communications capability is a necessity for an effective Intelligence effort.

3. Although modernization has provided a badly-needed impetus to the Office of Communications, we cannot forget the dedication of its workforce. It is a deeply committed and professional group on which you can always count. But, we should not take these people for granted. Certain disciplines within the Office are undergraded. It is a longstanding issue and it is imperative that these inequities be corrected now.

4. We need an Agencywide program for identifying and developing high potential officers. This program should begin at the GS-13 level. We also need to signal those characteristics desired in future senior officers. In this respect, I have several suggestions. Let us seek officers who are not afflicted with personal insecurities whenever a lower graded officer offers a new idea. Also, let us seek self-starters and officers who are willing to take on the tough tasks and have the courage of deciding issues on basis of the best interests of the Agency.

5. I see a creeping trend toward the "old line bureaucratic process". I see more evidence of employees exercising their power to say "No" rather than trying to resolve a problem.

6. It is my perception that the administration of certain personnel policies is uneven among the Directorates. For example, for some years, the DDA (principally the Office of Communications) has been understrength. As the understrength portion of the work-

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force involves employees who require almost a year's preparation before assignment, the Office of Communications finds itself in a situation where it is impossible to catch up with the increasing demands. This affects the operational components adversely.

7. I believe you need to become increasingly concerned about the fragmentation of communication activities. If we do not arrest such fragmentation, we incur increasing risks of policy conflicts, duplication, increased costs that are further exacerbated by inadequate coordination of requirements, and confusion among other government agencies. Let me illustrate one issue. It may be necessary for us to [REDACTED]

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[REDACTED] As this is a matter of priority determination, we can only justify if we fully combine our requirements within the Agency and the Intelligence Community. Fragmentation may make such a project too expensive; and such a project may not be justifiable because of fragmentation.

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8. I have no interest whatever in any muckraking expedition. For in the greater sense, these observations and my accomplishments are relatively insignificant outside the Office of Communications. But I am doing what I have always done and tried to teach -- to do the very best to improve Agency operations. And I intend to continue to do so until the moment I turn in my badge.

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